

Annual Evaluation

Marie Lynn Miranda
Chancellor University of Illinois Chicago
Vice President, University of Illinois System
January 30, 2026

Dear Marie Lynn,

I thank you for the thoughtful and impressive memo summarizing activities for the July 1, 2024 – June 30, 2025 period, during your second year as UIC Chancellor and U of I System Vice President. I also appreciate your use of the suggested template I provided.

This year has been another critically important period for you and for UIC as you have worked to engage ever more deeply with the faculty, staff, students of UIC and with the complex stakeholder base in Chicago and beyond, while dealing simultaneously with the furious pace of adverse federal decisions and their implications. It has certainly been a challenging year for higher education in the United States and UIC has not been immune from some of these deleterious impacts and trends.

At the outset, however, I want to sincerely congratulate you on a hugely successful and impressive year of attainment and accomplishment! There is no question that you have made major contributions to the standing and stature of UIC in your two years as Chancellor and Vice President of the System. All the major outcomes as quantified in objective metrics have clearly and directly benefitted from your personal dedication and leadership. The #1 ranking in Illinois and #9 nationally for social mobility is a point of immense pride for us all, since it directly derives from your focused strategies of student success: research and scholarly excellence; community engagement; external partnerships; and a positive and inclusive workplace.

Under your leadership, UIHealth continues to prosper and expand its range of health care offerings to the diverse communities represented in Chicagoland and across the State. The development of the world-class Drug Discovery Pavilion and the new designation of excellence in nursing are just two of the many indicators of comprehensive progress in health-care education, research and clinical excellence

Notably, you have developed a clear and appropriate set of 5 strategic priorities and a mission statement that resonates deeply with UIC in its evolving setting. I commend you on the clarity and sincerity of the statement of purpose for UIC – one that that you clearly both own and personify. The reiterated and regular articulation of our mission and our values and principles is extremely well received by external and internal stakeholders in this time of profound uncertainty and anxiety in the many communities we serve.

You have increasingly become the “face” of the U of I System in Chicago through your energetic commitment to deep engagement with civic and private-sector leaders and philanthropic organizations. This commitment is paying off in increased visibility and support for UIC! The old refrains about UIC being “a second-tier commuter school” are long, long gone and you are taking UIC into a whole new and appropriate level of credibility, visibility and civic pride. This wellspring of support bodes well for the medium and long-term future of the University.

You have worked with me and your colleagues in the system administration and have acted to be regularly and visibly “present” with faculty, staff and students across the complex landscape of city, campus, and state. You have risen to the unanticipated challenges of geopolitical strife and its manifestation on campus without the kind of severe damage observed elsewhere in higher education.

UIC’s ranking in the U.S. News and World Report is at 84 among all national universities in the most recent report and UIC is ranked at 243 out of 29,966 universities worldwide. These are important indicators of recognition. Other international and national rankings also show important gains and appreciation for the public service role. These are all welcome and encouraging signs for the future. I offer my sincere congratulations on all of these and other accomplishments, and, also my thanks for your collegial and collaborative approach to serving the entire University of Illinois System.

Enrollments at UIC have now reached a new high in response to the detailed plans your team has developed. Applications for next year again show significant increases. Faculty retention and recruitment efforts have been productive, and several key hires have been recently announced, including some distinguished faculty recruits and cabinet administrators. It remains a very diverse class of students, with large numbers of Pell-eligible learners, and students who are first in their family to go to college. UIC exhibits effective (and enterprise-leading) onboarding and retention programs for students from underserved communities. All the metrics supportive of a diverse and inclusive student body are good and generally improving rapidly. You have - most importantly -added yet another bumper class of graduates to society, with in-person celebrations that were simply inspiring!

Significant progress has been made at UI Health, under the excellent leadership of Dr. Barish. The hospital continues to be in the “black” with ever increasing levels of activity and good morale. The opening of the recent facility additions have been particularly successful (e.g., clinics, the Atrium and Specialized Care Building) and plans for further growth are underway to expand care and meet the increasing demands. There are certainly challenges ahead regarding, for example, Medicaid funding, but the team is preparing for such eventualities in a professional manner.

You have made significant and noteworthy administrative appointments, bolstering your leadership team, although some key departures and retirements have also occurred. You have recruited strong and diverse leaders. You have devoted personal significant time and energy to the critically important issues that are very much in the national spotlight and are connected to important elements of our System-wide enterprise risk framework.

You have worked hard: to build community; to expand communication linkages on campus and within the community; to extend our research and development reach to Chicago and beyond; to participate in national and international settings; and to raise philanthropic funding. You have national leadership positions and have made many significant contributions to the nation’s higher education efforts, including hosting the recent visits to campus of senior leaders and legislators.

You have directly led various successful fund-raising efforts, including the recent historic naming of the College of Pharmacy. It is very clear to me from this record fund-raising work that there is very significant and growing external trust and confidence in UIC leadership and direction. We are now working on the definition of the next fundraising campaign after the great success of “*Ignite*”.

Your support for the system's IQMP/DPI/IIN project has opened the door to very important opportunities for expansion of influence in Chicago and in various multi-lateral partnerships, state-wide as well as nationally and internationally. You are playing an active role in building up the already-impressive UIC participation in the "Future of Computing" (DPI 2.0) and Quantum (IQMP) initiatives. A significant component of funding for the Drug Discovery Pavilion comes from the IIN source. I thank you for your partnership on these key system strategic initiatives. I look forward to hearing more specifics of your planning in this regard.

You continue to focus intensely on the affordability and quality of the student experience (student success) as our highest priority in a most principled manner – one that all can appreciate and acknowledge. The record UIC enrollment with the largest and most diverse class ever - all in the context of the aftermath of a global pandemic and discouraging national and international events - is simply a magnificent accomplishment.

It is particularly gratifying to see the improvements in domestic Black enrollment - an area where you have placed significant emphasis from the very beginning of your tenure.

The quality of the university is extremely high, and you are clearly committed to maintain and extend its reach and renown both nationally and internationally. You support the key advocacy role and have participated actively and importantly in raising our visibility in Springfield and participating in the annual State Tour, leading to the positive budget outcomes, as well as robust capital funding appropriations. You have supported our longer-term legislative agenda and have been effective in building stakeholder support within the legislature.

Your plans for next year are appropriate and timely and I continue to urge you to move forward assertively. Your work to improve the budget process for the University is important and I applaud the positive and transparent manner in which this important effort has been conducted with (now) new leadership at the Vice-Chancellor level.

There is no question that you continue to face a number of tough issues, notably on the budget and deferred maintenance fronts. Managing through consternation associated with the federal administrations attack on "DEI" will remain a complex challenge, but we all appreciate your abiding commitment to the principles embedded in UIC in that regard.

Congratulations on the design and roll out of the successful "Spark Talks"!

I have a few thoughts and suggestions for next year:

1. With your leadership and insights, we can remain a national leader on the thorny topical questions of addressing student success, racial inequities, antisemitism and islamophobia, campus culture, student safety, first amendment, etc. It is just great to be working with you on these issues!
2. Continue to take advantage of your growing national and urban leadership standing and role. This is a major asset for us!

3. Please continue to work closely and collaboratively with the University system leadership. Take seriously your vice-presidential role (e.g., with IQMOP, DPI and IIN). UIC must, under your leadership, leave behind the “not respected sufficiently” sense that has pervaded all too much over many years now. It will be important to open lines of communication in all directions and take responsibility for knowing what is at stake and what is underway or planned.
4. Support the System and its decisions. Make sure open lines of communication are prevalent.
5. Continue modeling a visible and effective partnership with me in my role as system president. Avoid a “them and us” sense that some of your University community might embrace for supposed and illusory local advantage.
6. Help me continue to work toward an effective developmental future of the System Offices, and the system-wide URO programs, including the IQMP, DPI, UIF, Alumni Association(s), and IIN initiatives.
7. Continue your focus on Philanthropy and the planning and implementation of an ambitious strategy for UI Health.
8. Continue to work effectively with shared governance, extending and supporting our base of faculty excellence. Careful recruiting of new faculty will a major, ongoing emphasis in the next year.
9. As you are well aware, there are still important needs within the university system to clarify roles, responsibilities and communication pathways. Your thoughts about how to improve these pathways are pivotal and I look forward to a conversation
10. Student recruitment and faculty hiring go hand in hand and, I believe that both require serious attention in the next year to preserve and extend our leadership positioning within and beyond the state.
11. Marie Lynn – I look forward to congratulating you in person for your hard work and for your many wonderful accomplishments this year! I look forward to future discussions about directions, approaches, problem areas, challenges – all focused on how to build and take advantage of the many opportunities for progress at the University of Illinois. Thank you for your support.

Timothy L. Killeen

02/25/2026

Timothy L. Killeen
President

Date

Marie Lynn Miranda

2.25.2026

Marie Lynn Miranda
Chancellor and Vice President

Date